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**From:** Smidinger, Betsy [Smidinger.Betsy@epa.gov]  
**Sent:** 9/17/2018 4:47:55 AM  
**To:** Bohan, Suzanne [bohan.suzanne@epa.gov]; Thomas, Deb [thomas.debrah@epa.gov]; Benevento, Douglas [benevento.douglas@epa.gov]; Buhl, Rick [Buhl.Rick@epa.gov]; Daly, Carl [Daly.Carl@epa.gov]; Davis, Patrick [davis.patrick@epa.gov]; Garcia, Bert [Garcia.Bert@epa.gov]; Garvey, Megan [garvey.megan@epa.gov]; Hestmark, Martin [Hestmark.Martin@epa.gov]; Joffe, Brian [Joffe.Brian@epa.gov]; Kortuem, Patrice [Kortuem.Patrice@epa.gov]; Moon, Diane [Moon.Diane@epa.gov]; Mutter, Andrew [mutter.andrew@epa.gov]; O'Connor, Darcy [oconnor.darcy@epa.gov]; Opekar, Kimberly [Opekar.Kimberly@epa.gov]; Schefski, Kenneth [Schefski.Kenneth@epa.gov]; Stavnes, Sandra [Stavnes.Sandra@epa.gov]; Sutin, Elyana [Sutin.Elyana@epa.gov]  
**Subject:** RE: URGENT: Regional Realignment - functional statements, division director PDs and Org Chart with High Level Functions:  
**Attachments:** SFEMD functional statement DD PD - DRA review.sjb-bbs.docx

Suzanne – Let's catch up tomorrow morning on some of your comments for the Superfund and Emergency Management Division. Also, a general observation from comparing just these 3 functional statement is that they are not consistent in length and level of detail. Additionally, since each of the PDs seem general and not program specific, I would also recommend these be consistent.

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**From:** Bohan, Suzanne  
**Sent:** Sunday, September 16, 2018 8:51 PM  
**To:** Thomas, Deb <thomas.debrah@epa.gov>; Benevento, Douglas <benevento.douglas@epa.gov>; Buhl, Rick <Buhl.Rick@epa.gov>; Daly, Carl <Daly.Carl@epa.gov>; Davis, Patrick <davis.patrick@epa.gov>; Garcia, Bert <Garcia.Bert@epa.gov>; Garvey, Megan <garvey.megan@epa.gov>; Hestmark, Martin <Hestmark.Martin@epa.gov>; Joffe, Brian <Joffe.Brian@epa.gov>; Kortuem, Patrice <Kortuem.Patrice@epa.gov>; Moon, Diane <Moon.Diane@epa.gov>; Mutter, Andrew <mutter.andrew@epa.gov>; O'Connor, Darcy <oconnor.darcy@epa.gov>; Opekar, Kimberly <Opekar.Kimberly@epa.gov>; Schefski, Kenneth <Schefski.Kenneth@epa.gov>; Smidinger, Betsy <Smidinger.Betsy@epa.gov>; Stavnes, Sandra <Stavnes.Sandra@epa.gov>; Sutin, Elyana <Sutin.Elyana@epa.gov>  
**Subject:** Re: URGENT: Regional Realignment - functional statements, division director PDs and Org Chart with High Level Functions:

I've provided substantive comments on three of the functional statements (attached).

Suzanne

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**From:** Thomas, Deb  
**Sent:** Sunday, September 16, 2018 8:22:15 AM  
**To:** Benevento, Douglas; Bohan, Suzanne; Buhl, Rick; Daly, Carl; Davis, Patrick; Garcia, Bert; Garvey, Megan; Hestmark, Martin; Joffe, Brian; Kortuem, Patrice; Moon, Diane; Mutter, Andrew; O'Connor, Darcy; Opekar, Kimberly; Schefski, Kenneth; Smidinger, Betsy; Stavnes, Sandra; Sutin, Elyana  
**Subject:** URGENT: Regional Realignment - functional statements, division director PDs and Org Chart with High Level Functions:

I have until COB Monday to provide any edits on the attached functional statements and Division Director PDs. These documents will be the required baseline for all Regions. If you have substantive comments, please provide them in track changes. We will discuss at our 1:00p meeting tomorrow.

Deb

**From:** Pirzadeh, Michelle

**Sent:** Saturday, September 15, 2018 8:36 AM

**To:** Leadership\_Deputy\_Regional\_Administrators <Leadership\_Deputy\_Regional\_Administrators@epa.gov>

**Cc:** Westenberger, Andrea <Westenberger.Andrea@epa.gov>; Lindsay, Nancy <Lindsay.Nancy@epa.gov>; Dalrymple, Anne <Dalrymple.Anne@epa.gov>; Young, Margo <Young.Margo@epa.gov>; Lead Region Coordinators HQ <Lead\_Region\_Coordinators\_HQ@epa.gov>

**Subject:** Regional Realignment - functional statements, division director PDs and Org Chart with High Level Functions: DRA review/comments requested by COB 9/17

**Importance:** High

Hello Colleagues,

Attached are *draft* Functional Statements and Division Director Position Descriptions (DD PDs) for the divisions in the regions, developed through the lead regions. The Regional Counsel Division documents are still under development. **Please review and send any comments (using track changes) to Andrea Westenberger and Anne Dalrymple by COB Monday, 9/17.**

After your comments are received, the lead regions will review and update the documents as needed. Our goal is to have a final package for the regions to use by 9/20.

There are a number of functions for which placement is under discussion, however, attached is a *draft* regional realignment organizational structure that reflects the current direction from HQ, as well as areas we discussed this week, including those we recommend regional flexibility for placement.

If you have overall questions let me know, or you can contact Andrea or Anne. For division-specific questions, please contact the POCs listed below.

#### Timeline

Date	Task	Who
9/10	Andrea issues timeline/process to LRCs for developing proposed functional statements and Division Director Position Descriptions (DD PDs)	Andrea Westenberger (R10 LRC for OARM & OCFO)
9/11-9/13	LRCs & Lead Region Division Directors (DDs) draft functional statements and DD PDs. Each Lead Region will determine the appropriate level of engagement/review with their NPMs and DDs for this task	LRCs & Lead Region DDs
9/13 (COB)	LRCs share functional statements and DD PDs with Andrea	LRCs
9/14 (COB or earlier)	Andrea compiles functional statements and DD PDs, and sends to DRAs for review/comment by 9/17	Andrea & Michelle Pirzadeh (R10 DRA)
9/17 (COB)	DRAs submit comments to Andrea & Anne Dalrymple	DRAs
9/18 (COB or earlier)	Andrea distributes DRA comments to LRCs	Andrea
9/19	LRCs & Lead Region DDs review DRA comments and update functional statements and DD PDs as needed. Submit to Andrea by COB 9/19	LRCs & Lead Region DDs
9/20	Andrea compiles all draft proposed functional statements and DD PDs, and distributes to LRCs & DRAs	Andrea

#### POCs

Regional Division	Lead Region	POCs (LRC or other)
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<b>Air &amp; Radiation Division (ARD)</b>	Region 9	Elizabeth Adams, Matt Lakin, Idalia Perez
<b>Administration &amp; Resource Management Division (ARMD)</b>	Region 10 & Region 6	Andrea Westenberger & Kimberly Graves
<b>Enforcement &amp; Compliance Assurance Division (ECAD)</b>	Region 7	Toni Gargas, Sarah LaBoda
<b>Regional Counsel</b>	Region 7	David Cozad, Toni Gargas, Sarah LaBoda
<b>Land, Chemicals &amp; Redevelopment Division (LCARD)</b>	Region 1 & Region 2	Jeffrey Norcross & Vickie Pane
<b>Superfund &amp; Emergency Management Division (SFEMD)</b>	Region 3	Karen Melvin
<b>Water Division (WD)</b>	Region 5	Linda Holst
<b>Laboratory Services &amp; Applied Science Division (LSASD)</b>	Region 4 (with Regions 1 & 9 assisting)	Mary Walker
<b>Regional Administrator &amp; Deputy Regional Administrator – Immediate Office: Environmental Justice, National Environmental Policy Act (NEPA), Public Affairs, Tribal &amp; International Affairs (ORA)</b>	Region 8	Laura Flynn Jenkins

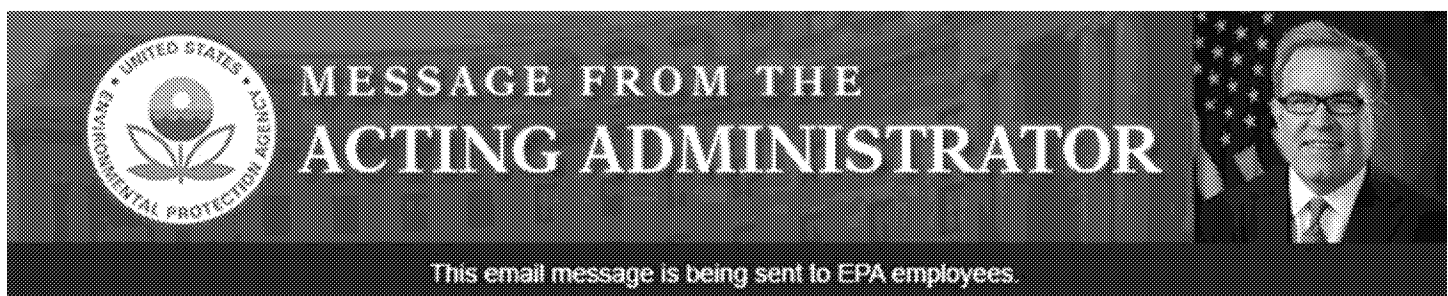
Thank you,

Michelle

Michelle L. Pirzadeh  
Deputy Regional Administrator  
U.S. Environmental Protection Agency, Region 10  
Office: (206) 553-1234  
Cell: (206) 499-1927  
Fax: (206) 553-1809

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**From:** Message from the Administrator  
**Sent:** Thursday, September 6, 2018 9:31 AM  
**To:** Message from the Administrator <[messagefromtheadministrator@epa.gov](mailto:messagefromtheadministrator@epa.gov)>  
**Subject:** Regional Realignment



Today we are announcing our intent to establish a standard organizational structure for EPA's regional offices that more closely aligns with EPA's headquarters' structure. This realignment, which we will send to Congress for review, is intended to:

- Increase coordination between EPA's National Programs and their regional counterparts as we work to meet our strategic goals and objectives;
- Improve the consistent implementation of EPA regulations and policies;
- Allow for better resource allocation to more effectively carry out the agency's mission;
- Facilitate the agency's overall operational excellence; and
- Provide greater transparency for EPA's customers.

In February 2018, EPA released its Reform Plan in response to President Trump's March 2017 Executive Order, *Comprehensive Plan for Reorganizing the Executive Branch*. EPA's Reform Plan contains 11 projects, including Examining EPA's Field Presence. After reviewing information presented by the Field Presence workgroup, Chief of Operations Henry Darwin and the Regional Administrators, in consultation with the Assistant Administrators, concluded that greater consistency in EPA's regional organizational structure is needed to increase visibility into regional office operations. When the regional offices are organizationally aligned with headquarters, we will be better able to streamline decision-making for accountability and performance, allowing us to better carry out our mission.

Currently, every regional office has a different structure. The proposed new standard structure (see attachment) for every regional office includes the following:

Regional Administrator, Deputy Regional Administrator, and the following divisions:

- a. Air and Radiation
- b. Administration and Resource Management (to include OARM, OCFO, and OEI functions)
- c. Enforcement and Compliance Assurance
- d. Land and Redevelopment (to include OCSP and Brownfields functions)
- e. Superfund and Emergency Management
- f. Water
- g. Laboratory Services and Applied Science
- h. Regional Counsel (to include the FOIA program)

We plan to maintain our 10 regional offices for implementation of the Agency's programs. The contributions of EPA's regional office employees, who constitute nearly half of the agency's workforce, are vital to the protection of human health and the environment. I am inspired by and thankful for all the great work the regions perform every day.

As a next step, EPA's Office of Administration and Resources Management will convene and lead an Implementation Working Group, including representatives from each region, to prepare a realignment package that will be submitted to the Senate and House Committees on Appropriations for review.

I look forward to advancing this effort together. It continues to be a privilege to be a part of such an outstanding organization.